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5 August 1968

Mr. Frederick Hoffman
Assistant Director
Bureau of the Budget
Room 246
Executive Office Building

Dear Fred:

I am enclosing the memorandum covering the meeting which we held to discuss the Target Oriented Display of intelligence community resources. Please let me know whether you have any changes, deletions or additions to make.

I gather that our next meeting is scheduled for Thursday, 5 September at 4:30.

Sincerely,

/s/ John A. Bross

John A. Bross

Attachment

Distribution:

- Orig & 1 - Addressee w/att.
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5 August 1968

Dr. Ivan Selin
OSD Systems Analysis
2 E 314
The Pentagon

Dear Ivan:

I am enclosing the memorandum covering the meeting which we held to discuss the Target Oriented Display of intelligence community resources. Please let me know whether you have any changes, deletions or additions to make.

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John A. Bross

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MEMORANDUM FOR THE RECORD

1 August 1968

SUBJECT: Report on Meeting of Representatives of the Sponsors for the Target-Oriented Display (TOD)

1. This memorandum reflects the discussion and conclusions of the meeting held on 31 July 1968 to consider progress to date in the development of the target-oriented display (TOD) of intelligence community resources.

2. The representatives of the sponsors in attendance were Ivan Selin, Deputy Assistant Secretary of Defense for Systems Analysis, Fred S. Hoffman, Assistant Director, Bureau of the Budget, and John A. Bross, Deputy to the Director of Central Intelligence.

3. Mr. Selin offered the following as some important guidelines for further work of the TOD Committee. Messrs. Hoffman and Bross stated that they were in general agreement with the substance of Mr. Selin's observations, viz.,

a) In the next call for TOD information, missions of the U.S. activities should be identified and displayed as a further sub-division of the TOD target structure.

b) The next TOD call should develop information that will make possible the display of U.S. intelligence resources and activities in the nature of force tabs. This will require, as a prerequisite, a definition of units of forces.

c) So-called tactical intelligence resources should be included

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in the TOD data call, and Mr. Selin offered to provide for the TOD Committee a more precise definition of the activities which he believes fall within this grouping.

d) With agreement for the inclusion in a total community TOD framework of these additions and refinements, Mr. Selin expressed the opinion that a separate DoD call for TOD data would not be required. He noted also that the potential usefulness of additional TOD-type data available in October had now been offset as a result of the difficulties being encountered by the current CIP and CCP program reviews in dealing with imminent major decreases in funds and manpower as a result the prospective resource adjustments are likely to seriously impair the meaningfulness of TOD-type data which might be obtained at this time.

e) Mr. Selin also expressed the view that the TOD Committee should develop detailed procedures for implementing these proposals, as well as complete the preparation of a report for the Sponsors on the now-completed initial phase of the TOD project and substantive recommendations drawn therefrom.

f) Mr. Selin noted the potential relationship between the TOD mechanism and the Planning-Programming-Budgeting System (PPBS) which should be borne in mind as TOD concepts and procedures are developed further.

4. Mr. Hoffman stated that Mr. Selin's proposals appeared reasonable. He thought that considerable substantive work should be anticipated in the course of developing and interrelating within the TOD both force tab

and mission displays. Nevertheless, he stated that he was in favor of having both included in the TOD and interrelated as far as feasible.

5. Mr. Bross, likewise, expressed general agreement with Mr. Selin's comments. He suggested that there might be some trouble with an attempt to use early warning as a category for the display of data but was prepared to go along with the proposal that the practicality of using this and other missions as categories of activity should be carefully explored.

6. In responding to Mr. Selin's comment on PPBS, Mr. Hoffman thought that the most meaningful points in time for the preparation of the TOD were after the organizations had made their recommendations as part of their budget presentations and following the actual budget decisions. This would imply a twice-yearly TOD. However, Mr. Hoffman went on to say that this was an observation and not a prejudging of what should actually occur.

7. Following the foregoing comment, Mr. Selin said that he wanted the ASD/Comptroller's office to become more directly involved in the TOD development, and he proposed that Major General Wendell Carter, USAF from that Office be given clearance for TOD data and briefed.

8. Mr. Selin commented further that he felt it desirable to have the TOD reflect where funds were actually spent as well as where they are programmed. (Although this was not discussed further, the proposal agrees with the unanimous view heretofore expressed within the TOD Committee.)

9. In responding further to Mr. Selin's reference to PPBS, Mr. Bross agreed that the present DoD programming structure might not be able to

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exist indefinitely. Mr. Selin was making a useful suggestion in raising the question as to what appropriate role, ultimately, TOD might fill in relation to programming. At the moment, there is no clear answer, and the initial TOD report should not attempt to pass judgment on this subject. The problem of submissions to Congressional Committees further complicates the matter.

10. Mr. Bross reported to the other representatives that General Carroll had recently agreed with the proposition that further costing should be done in the MC&G area, with particular reference to collection costs. Mr. Bross then noted that MC&G was one of a number of areas which were now to some extent associated with the national intelligence effort and to some extent outside it. Mr. Bross observed that the TOD should be helpful in clarifying these situations.

11. The three representatives of the Sponsors agreed that they would meet again during the first week of September, at which time the TOD Committee would provide them a briefing highlighting the substantive conclusions and supporting data developed in the initial TOD exercise. (An initial draft substantive report has been circulated and the TOD Committee is in general agreement as to how its revision should be accomplished.)

12. The representatives of the Sponsors directed the TOD Committee to complete their initial report and to continue planning for further TOD development and the next TOD call giving particular attention to the points discussed in this meeting.

[Redacted Signature]

Chairman, TOD Committee

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